

APPENDIX H

REFERENCES

For more information about the referenced e-government reports and initiatives visit:

Arizona

Arizona @ your service <http://www.gita.state.az.us/index.html>
Strategic Plan for I/T <http://gita.state.az.us/sitplan99/index.htm>

Arkansas

Shared Technical Architecture http://www.dis.state.ar.us/sp/Arch_home.htm

California

Life Events and Affinity Design (LEAD) Program
<http://www.egovernment.homestead.com/lead.html>
California Department of I/T CIO Meeting
http://www.doit.ca.gov/CIO_Meeting/default.asp

Florida

e-government: Serving the Public through Technology Miami-Dade County Working
Group Report of Findings http://www.co.miami-dade.fl.us/cio/egov/e-government_report.htm

Indiana

Access Indiana Web portal <http://www.state.in.us>

Kentucky

The Governor's Office for Technology (GOT) is responsible for providing leadership, policy direction, and technical support to all executive agencies of state government in the application of I/T. <http://got.state.ky.us>

Massachusetts

Commonwealth of Massachusetts' e-gov Initiative <http://www.state.ma.us/egov>

Mississippi

Mississippi's e-government initiatives <http://www.its.state.ms.us>

New Mexico

I/T Strategic Plan <http://cio.state.nm.us/strategicplan.htm>

Pennsylvania

IT Strategy & Guiding Principles <http://www.oit.state.pa.us/oit/cwp/view.asp?Q=15053>

South Carolina

Office Of Information Resources Strategic Plan <http://www.state.sc.us/strategicplan.html>

Texas

e-government Services and Computer and Internet use in Texas

<http://www.dir.state.tx.us/egov/surveys.htm>

Utah

SmartUTAH Survey of Internet Usage and Attitudes of Utah's Small Businesses (New - Conducted June 1999) <http://www.cio.state.ut.us/docs/smartUtah.pdf>

Washington

Next version of State's Digital Government Plan moves from infrastructure to community

<http://www.wa.gov/dis/techcentral/feature157.htm>

ARTICLES

e-government Initiative, Executive Order, State of Nevada, Governor Kenny Guinn, March 8, 2000

Alternative Work Schedules, Executive Order, State of Nevada, Governor Kenny Guinn, November 29, 2000

National Information Consortium, Momentum Research Group of Cunningham Communication Benchmarking the e-government Revolution: Year 2000 Report on Citizen and Business Demand http://www.nicusa.com/NIC_flash/index_flash2.htm

Hart-Teeter, Council for Excellence in Government_e-government: *The Next American Revolution* <http://www.excelgov.org/egovpoll/index.htm>

"Defining the Role of the CIO" Thom Rubel, National Governors Association and the NGC Center for Best Practices. Discusses the emergence of Chief Information Officers (CIO's) in state government as key management advisors to Governors. <http://www.nga.org/Pubs/IssueBriefs/1999/Sum990809CIO.asp>

NASIRE's 2000 Award Winners, Of the twelve NASIRE award-winning states noted, half are represented with a CIO reporting directly to the governor, and half report to an executive cabinet head or I/T board. <https://www.nasire.org/awards/index.cfm>

2000 Digital State Survey, Study by the Center for Digital Government, the Progress & Freedom Foundation and Government Technology magazine. "Of the Digital States ranking, four states in the top six are represented with a CIO reporting directly to the governor. Four States in this top six also have received NASIRE awards in 1999 or 2000". www.centerdigitalgov.com.

“What Citizens Want From e-gov”, Meghan E. Cook, Center for Technology in Government, University at Albany/SUNY
http://www.ctg.albany.edu/resources/htmlrpt/e-government/what_citizens_want.html

“Digital Divide and American Society”, Gartner Group, Inc. Report to House Subcommittee on Government Management, Information and Technology. Report examines the gap between the technologically destitute and wired citizens across the United States
<http://www.gartnerweb.com/public/static/aboutgg/pressrel/pr20001002a.html>
http://www.gartner.com/public/static/techies/digital_d/digital_d.html

“The Realm of Possibilities”, Lauren Gibbons Paul, CIO Magazine – July 15, 1998, "In an ideal world, the [CIO] should report to the CEO or COO because I/T is at the heart of the way we do business," says Michael Earl, professor of information management and deputy principal at the London Business School."

That type of reporting structure will become increasingly common in the next few years as all industries come to depend more on I/T as a strategic resource, according to Gene Raphaelian, a San Jose, Calif.-based vice president of executive programs for GartnerGroup Inc. In fact, of 109 CIO's who responded to a survey at this year's CIO Enterprise Value Retreat, 62 percent said they report to their company's highest-ranking executive. Statistics from CIO reader surveys also show that a shift is underway.
http://www.cio.com/archive/071598_rpvt_content.html

“The Once and Future CIO ”, Brian Robinson, CIO Magazine - August 15, 2000. The profile of the new economy CIO http://www.cio.com/archive/081500_trouble.html

Government Technology Magazine-7/2000, Several former CIO's urge governors to give their colleagues in state government more authority.
<http://www.govtech.net/news/news.phtml?docid=1999.07.09-77>

“Electronic Commerce: A Blueprint for States, December 1999”, Elimination of the ‘silo effect or reduction in stove piping: Electronic commerce will revolutionize government by cutting across organizational boundaries and introducing self-service models for citizens. Addressing issues of governance, organization and leadership can accomplish this revolution in government. Leadership and vision at the executive level are also elements of success. The vision of the governor or a Cabinet-level CIO is very influential. Each State must determine the most appropriate model for its operations, and best practices in each model should be share. Regardless of structure, the most critical factor for success is a clear direction communicated with both authority and responsibility. Responsibility for implementations should rest with an empowered leader, such as the CIO. (4/11/00)
<http://ec3.org/InfoCenter/1999%20Survey%20Results/Blueprintv3.pdf>

Closing the Digital Divide, Assistant Secretary for Communications and Information, National Telecommunications and Information Administration <http://digitaldivide.gov>
Center for Digital Government <http://www.centerdigitalgov.com/center/survey.phtml>

Preliminary Survey of the Digital Government Landscape (April 2000)
<http://www.nasire.org/textonly/publications.htm#digital>

At the Dawn of e-government: The Citizen as Customer, (June 16, 2000) Deloitte Research Establish Investment Plans That Work Within Funding Cycles: Two major problems consistently inhibit governments' ability to maximize returns on investments: lack of central technology planning authority and prolonged funding cycles. Recently, many governments have elevated the CIO role to the state level, but few CIO's have the formal power necessary to control enterprise-wide technology investments. However, even as their authority increases, CIO's with more centralized power still face a daunting issue: the need for rapid technology standardization, acquisition and deployment – plus the acceleration of change in Technology overall – far outpace the speed at which funding can usually be obtained. Appropriations requests and approval periods must coincide with legislative sessions that meet infrequently, resulting in narrow windows of opportunity. Moreover, current investments in process redesign and technology may not yield tangible benefits until well after initial implementation, making additional funding much more difficult to justify, especially in organizations that use performance budgeting. <http://www.dttus.com/pub/ggovt/gegovt.htm>

Enactment by the general assembly of the commonwealth of kentucky ky hb 72, krs chapter 61 1998. The general assembly finds and declares that:

1. The establishment of the Office of the Chief Information Officer as the Commonwealth's single point of contact and spokesperson for all matters related to I/T and resources, including policies, standard setting, deployment, strategic and tactical planning, acquisition, management, and operations is necessary and in keeping with the industry trends of the private and public sectors;
2. The appropriate use of I/T by the Commonwealth can improve operational productivity, reduce the cost of government, enhance service to customers, and make government more accessible to the public.

Statement of Otto Doll, President, NASIRE (September 12, 2000. Representing Chief Information Officers of the States before the United States Congress – Subcommittee on Government Management, Information, and Technology:

“According to a survey conducted by NASIRE in February and staff research, 23 states have a CIO in place who reports directly to the governor. (Only eight states reported such an arrangement in a 1998 survey.) Twenty-four states CIO's operate within some other arrangement, usually reporting to a cabinet-level officer. However, that does not mean those CIO's never interact with their governors. Some state CIO's work in conjunction with an advisory board or commission and many of them serve as chair of a council of agency-level CIO's. The remaining three states are currently moving toward a CIO arrangement.”